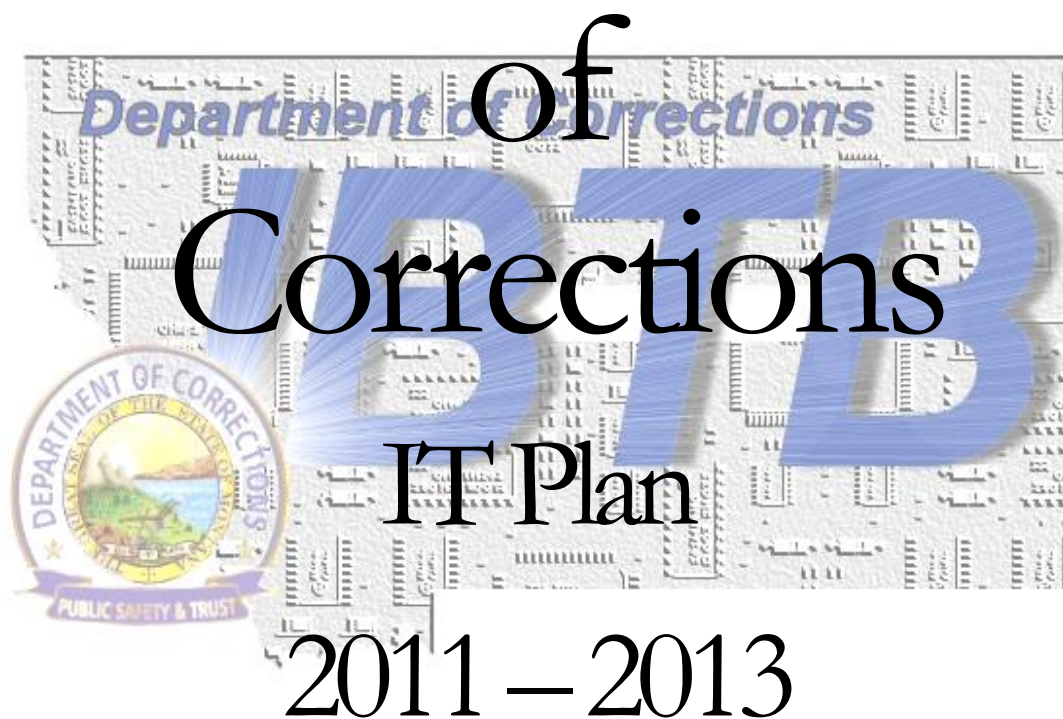


# Montana Department



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## EXECUTIVE SUMMARY

The Department manages numerous technology applications and interacts with other entities both public and private.

Department IT staff provides support for all network attached computers, printers, and connectivity at all Department locations throughout the state. These devices are all utilized to access data, input data, analyze data, and communicate information through various software all working together utilizing a computer communication architecture. In addition information is provided to contracted facilities and the general public. Maintaining these systems and facilitating user education is an increasingly expanding challenge in a rapidly changing technology environment.

IT staff is involved in maintaining and supporting multiple legacy applications as well as creating new custom applications. The application developers also perform the roles of business analysts, testers, trainers, implementation planners and maintenance providers.

IT staff are involved in several interagency data sharing initiatives with other State and federal agencies in an effort to increase data integrity, decrease redundant data entry, and enhance public safety.

Further, IT staff is also involved in several national associations and consortiums that provide information, training and standards which serve various business functions within our organization.

In the 2012-2013 biennium we will continue to work on updating information management systems, information sharing initiatives, documenting existing processes and procedures, developing or strengthening internal controls and processes, and obtaining staff to develop and monitor information privacy, security, and disaster recovery programs.

The IBTB is very committed to making the most efficient use possible of our natural resources and over the past biennium have:

- Implemented server virtualization in our central office

- Consolidated printers

- Eliminated many personal desktop printers

- Purchased energy efficient computers and printers

- Conduct meetings with GoToMeeting to reduce travel

Supported and provided services such as video conferencing to eliminate the need to travel for meetings

Increased remote computer support which reduced the amount of travel required by technicians

Eliminated two of the three vehicles assigned to IT

Actively participated in discussion with other agencies in how we can reduce our energy consumption

Server virtualization has reduced our number of physical servers in the central office by eliminating fourteen physical servers. Twelve of these servers were virtualized and two were eliminated because of the increased processing power available to the virtualized servers. Prior to this virtualization the temperature of our server room was a constant 74 degrees with the cooling system operating at full capacity. Following the virtualization the temperature remains a constant 69 degrees. This virtualization has also increased the efficiency of our backups, which now require fewer tapes and take significantly less restoration time. DOC also reduced was the number of network connections required which resulted in cost savings on ITSD port charges. The R900 virtual server host consists of three physical pieces of hardware which are connected to the Storage Area Network shared by all servers and the Disk to Disk to Tape backup shared by all of the virtual servers. The remaining two servers have not been virtualized because the Oracle licensing costs outweigh the savings of vitalizing them.

Additionally, three field servers have been eliminated as opportunities arose to provide those offices the same level of service without the need of a local server. As servers in the field reach the age of replacement, IBTB will examine the feasibility for centralization of the services they provide on a case by case basis. The intent is to centralize in all cases if the resultant impact is minimal to the staff at that location.

During the next biennium the Department plans on exploring options for desktop virtualization, mindful of and the evolution of cloud computing for integration into our existing environment. Our plan includes approving these technologies in a deliberate, secure, and cost effective manner.

While not all of the IBTB decisions for centralization of services, such as printing, have been fully accepted by all staff, the impact has been minimal.

This strategic IT plan is a snapshot of the current IT needs of the departments business units. This document is not intended to be static, but rather updated as the business requirements of the department change.

## SECTION 1: AGENCY CONTACT INFORMATION

***Agency Name: Montana Department of Corrections***

***Role: Plan Owner***

Name: Mike Ferriter  
Telephone Number: 406-444-3901  
EMail Address: [mferriter@mt.gov](mailto:mferriter@mt.gov)

***Role: Alternate Plan Owner***

Name: Gary Hamel  
Telephone Number: 406-444-3903  
EMail Address: [ghamel@mt.gov](mailto:ghamel@mt.gov)

***Role: IT Contact***

Name: John Daugherty  
Telephone Number: 406-444-4469  
EMail Address: [jdaugherty@mt.gov](mailto:jdaugherty@mt.gov)

## SECTION 2: AGENCY IT MISSION

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### 2.1 Agency Mission Statement

**The Montana Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.**

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### 2.2 Agency Health Planning and Information Services Division Mission Statement

**Health, Planning and Information Services provides integrated resources to develop and maintain systems and programs; enhancing safety, health and accountability in support of the Department of Corrections mission.**

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### 2.3 Agency IT Mission Statement

**The Information and Business Technology Bureau provides leadership, strategic direction, guidance and expertise for gathering, storing, protecting, interpreting, improving, and presenting information critical to the Department's mission.**

## SECTION 3: AGENCY SECURITY PROGRAM

### 3.1 Security Program

All access to Department data systems is requested and granted through a formal process. Requests for access to any Department system are authorized by the data owners only.

The Department masks the SSN and allows only staff authorized by division management to access the complete number in the Offender Management Information System (OMIS) and Youth Management System (YMS) applications.

The Department mandates per the Interim Policy for Security of Sensitive Data that all confidential data stored on removable media is in an encrypted format. The Department issues removable storage that forces encryption on stored files for those business units that demonstrate the necessity for storing data on removable storage.

User privileges on workstations are based on the “least user privilege” premise. Technician, Database Administrator and System Administrator privileges are also based upon the minimum rights required to perform the necessary functions on servers and applications.

The Department does not have a full time dedicated ISM/ISO. IBTB has submitted requests for a dedicated security officer in the 2004-2005, 2006-2007, and 2008-2009 EPP cycles and did not receive that position.

The IBTB will be requesting that FTE for the 2012 and 2013 biennium. A dedicated security officer will enable the Department to comply with existing enterprise policies and begin the development a security program as required by recent policy.

## SECTION 4: AGENCY IT PLAN – GOALS & OBJECTIVES

The Department of Corrections Information and Business Technology Bureau supports Governor Brian Schweitzer's four goals for the Department as well as the Business goals of the Department of Corrections.

### **Gov. Brian Schweitzer's Four Goals for Corrections:**

- 1) Rehabilitation not Incarceration
- 2) Public not Private for Profit
- 3) In State not Out of State
- 4) Diversion and Prevention

### **Montana Department of Corrections Business Goals:**

Goal Description: To improve the safety of the Montana public and the security of our communities and homes.

Goal Description: To promote public trust through openness, responsiveness and program evaluation.

Goal Description: To provide accurate, timely information and support that contributes to the restoration of victims of crime.

Goal Description: To reduce the risk that offenders will re-offend.

Goal Description: To operate correctional programs which emphasize offender accountability.

Goal Description: To provide work and program environments based on professionalism, personal responsibility, and respect.



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## 4.1 Goals

### *Goal Number 1:*

**ITG 1** Utilize a project management model for all information system enhancement activities lasting over 100 hours.

**Description:**

IT will follow an appropriate level of project management for all OMIS and YMS enhancement activities over 100 hours in duration that are requested by the Department.

**Benefits: What benefits are realized and who realizes the benefits?**

This will benefit the Department and the taxpayers by utilizing a process that will enable us more effectively manage enhancements to these systems.

**Which state strategic goal(s) and/or objective(s) does your goal address?**

This will support state goal #1, in that we will be involving Department communities of interest (user groups) based upon the enhancement being developed. The development we do is also shared with a larger community of interest, consisting of 12 other states. The process of sharing our development code with this consortium of states also supports state goal number 2, although we are sharing interstate rather than intrastate. Montana County entities would be welcome to obtain our source code as well.

### **Supporting Objective/Action**

**ITO 1-1** All enhancement requests to the Department's information systems (Offender Management Information System (OMIS) and Youth Management System (YMS)) estimated to take more than 100 hours to complete will be managed using a formal project management model.

**Describe the business requirements or business problem driving this objective.**

Enhancements to the system must be driven by a business need which will be addressed in the change request.

**Describe the benefits to be derived from the successful completion of this objective.**

This will allow for the change requests from all the Divisions to be reviewed and compared in a consistent manner.

**Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).**

Risks of not following this process include the system being out of alignment with business needs and processes.

**What is the timeframe for completion of this objective?**

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of FY12-13 HPISD management will evaluate

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this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Determination made by the successful utilization of this process for all enhancement requests that meet the objective's criteria.

### **Supporting Objective/Action**

**ITO 1-2** Every significant enhancement will have a signed charter from the project sponsor and a communication plan.

Describe the business requirements or business problem driving this objective.

In order to successfully implement a change to OMIS or YMS it is imperative that the business units affected by the change are committed to the successful implementation of the change and provide the necessary subject matter experts needed for success.

Describe the benefits to be derived from the successful completion of this objective.

New system functionality that meets the needs of the Department.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Lack of participation by the Division(s) requesting the change which could result in a product that does not meet customer expectations.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of FY12-13 HPISD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Determination made by the successful utilization of this process for all enhancement requests that meet the objective's criteria.

### **Supporting Objective/Action**

**ITO 1-3** Produce and update feature documentation throughout the cycle and conduct development status sessions.

Describe the business requirements or business problem driving this objective.

The staff assigned as subject matter experts, the division making the enhancement request, and IT management need the ability to review the requirements as they develop to ensure enhancement will meet their needs, is on track, and program development is not outside of the agreed upon scope.

Describe the benefits to be derived from the successful completion of this objective.

New system functionality that meets the needs of the Department.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Lack of participation by the Division(s) requesting the change could result in a final product that does not meet the customers' expectations, or failure to reach completion of the enhancement.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of FY12-13 HPISD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Determination made by the successful utilization of this process for all enhancement requests that meet the objective's criteria.

## ***Goal Number 2:***

**ITG 2** Enhance the quality of data contained within the Department's information systems (Offender Management Information System (OMIS) and Youth Management System (YMS)).

### **Description:**

To provide all interested parties accurate and reliable offender information possible.

### **Benefits: What benefits are realized and who realizes the benefits?**

Beneficiaries include, but are not limited, to the Department of Corrections, Department of Justice, State, Local and Federal Law enforcement, Legislative activities, crime victims, and taxpayers of the state.

### **Which state strategic goal(s) and/or objective(s) does your goal address?**

None of the State's 4 goals are addressed by this goal.

### **Supporting Objective/Action**

**ITO 2-1** Reduce the number of data errors in our databases (including missing or incomplete data) by running existing and creating new programming procedures designed to catch errors on a regular basis and when data quality issues are found. These reports will be published to the Department Intranet site for management and staff to review.

### **Describe the business requirements or business problem driving this objective.**

Providing inaccurate information to law enforcement and others puts public safety at risk and undermines the credibility of DOC within the community, the legislature and the general public.

### **Describe the benefits to be derived from the successful completion of this objective.**

All interested parties will be provided with timely, accurate, and reliable offender information. Common data errors will be identified and reported to training staff. Statisticians will continue to work with training staff in developing training programs to mitigate data entry errors.

### **Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).**

Potential risks associated with this objective are inaccurate information being delivered to law enforcement, crime victims and others.

### **What is the timeframe for completion of this objective?**

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of FY12-13 HPISD management will evaluate this objective to determine if it should be carried forward.

### **Describe the critical success factors associated with this objective; i.e., how will you**

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know when it has been successfully completed?

Internal quality monitoring processes in conjunction with input from the courts, law enforcement and the general public will continuously provide feedback on information accuracy and reliability. This information is collected from various sources, including internally created monitoring processes, information submitted via email, postal mail, and telephone contact from outside parties.

DOC Statisticians run data quality programs that search for bad date entries, timeliness of data entry, incomplete data and missing legal judgments. Statisticians continuously monitor for incorrect and missing data and resolve problems by going back to the source of the bad information.

**ITO 2-2** Within 30 days of discovering a data error that can be reduced by modifying the Department's information system, utilize the Department's change request process to recommend enhancements to OMIS/YMS to reduce the likelihood of repeat errors.

Describe the business requirements or business problem driving this objective.

Providing inaccurate information to law enforcement and others puts public safety at risk and diminishes the credibility of DOC within the community, the legislature and the general public.

Describe the benefits to be derived from the successful completion of this objective.

All interested parties will be provided with accurate and reliable offender information. Common data errors are identified and reported to training staff. Statisticians continue to work with training staff in developing training programs to mitigate data entry errors.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Potential risks associated with this objective are inaccurate information being delivered to law enforcement, crime victims and others. Another risk faced is the input of bad, incomplete, and inaccurate information being entered into OMIS and YMS by DOC staff, which could have been prevented by a programming change (e.g. providing drop down lists, etc.) Depending on the type of error, providing wrong information could produce results that range from minor to putting someone's life at risk.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of FY12-13 HPISD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Internal quality monitoring processes in conjunction with courts, law enforcement and the general public will continuously provide feedback on information accuracy and reliability.

DOC Statisticians run data quality programs that search for bad ~~date~~data? entries, timeliness of data entry, incomplete data and missing legal judgments. Statisticians continuously monitor for incorrect and missing data and resolve problems by going back to the source of the bad information.

Data collected is dependent on the error found, the number of instances of the error, and the number of sources introducing the error. For example a recent discovery that supervision levels on officer's caseloads in the system did not match the manual tracking that was being reported on the officers monthly report resulted in creating a report to show the differences for each level for each region. This report was provided to all regional administrators and follow up reports generated on a regular basis to show progress in the field staff fixing these errors. Once all errors are corrected the report will be ran periodically and distributed if the errors reoccur. These reports are then saved and made available to show the progress during the correction process.

For other less widespread errors, such as a single person entering the wrong information, the person is contacted and requested to fix the error. This is recorded in the service desk software as a task completed.

**ITO 2-3** Within five days of discovering a user generated data error, contact will be made with the user. Subsequent meetings will be held to determine the cause, research solutions, and counsel staff, when necessary, to correct the error.

Describe the business requirements or business problem driving this objective.

Providing inaccurate information to law enforcement and others puts public safety at risk and diminishes the credibility of DOC within the community, the legislature and the general public.

Describe the benefits to be derived from the successful completion of this objective.

All interested parties will be provided with accurate and reliable offender information. Common data errors are identified and reported to training staff. Statisticians continue to work with training staff in developing training programs to mitigate data entry errors.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Potential risks associated with this objective are inaccurate information being delivered to law enforcement, crime victims and others. Another risk faced is DOC supervision staff acting upon bad, incomplete, and inaccurate information residing in OMIS and YMS.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of FY12-13 HPISD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Internal quality monitoring processes in conjunction with courts, law enforcement and the general public will continuously provide feedback on information accuracy and reliability.

DOC Statisticians run data quality programs that search for bad date entries, timeliness of data entry, incomplete data and missing legal judgments. Statisticians continuously monitor for incorrect and missing data and resolve problems by going back to the source of the bad information.

## SECTION 5: IT INITIATIVES (FY2010 – FY 2015)

### 5.1 IT Initiatives

At this time the Department has not submitted any IT initiatives requiring an EPP request. The supplemental process will be used for submission of any developed initiatives and following the 2011 legislative session any approved initiatives will be moved to this section.

*Initiative 1 - Title:*

*Description:*

*EPP Number (if applicable):*



## SECTION 6: ENTERPRISE ALIGNMENT

### 6.1 State Strategic Plan for IT Alignment

The Department of Corrections supports the State's efforts to standardize network infrastructure, protocols & hardware, information platforms, and database environments, and makes every effort to conform to State standards, policies, and procedures.

We have and will continue to cooperate with other state agencies in inter-agency IT efforts such as IJIS Broker Project. We continually work with ITSD to develop, learn and put into practice "best practices" in our technology environments.

The Department promotes interagency cooperation by sharing our expertise and the tools we develop with other agencies, and requesting expertise from other agencies when needed. We work closely with the Office of the Court Administrator and Department of Justice to continue the effort to reduce redundancy, increase data integrity, and make our information more available to law enforcement personnel.

### 6.2 Communities of Interest

Please indicate which Communities of Interest your agency plans to be involved in. Agencies are asked to select at least one, but can select as many as needed. Further planning work by the communities of interest will take place following submission of agency IT plans.

- ☒ Government Services
- ☒ Public Safety
- ☐ Human Resources
- ☐ Environmental
- ☐ Education
- ☐ Economic
- ☐ Cultural Affairs

## ☐ Finance

Additional communities of interest the Department participates in includes: the Corrections Technology Association, National Consortium of Offender Management Systems, and Rocky Mountain Technology and Assessment Committee (regional committee under the umbrella of the National Law Enforcement and Corrections Technology Center).

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### 6.3 Standards/Compliance Issues

The Department of Corrections currently has no IT systems that are out of compliance with existing State IT standards or granted exceptions. We continually look for ways to move hardware and/or software that have been granted an exception to a State standard platform when upgrading or updating those applications.

## SECTION 7: EXPENDITURES

### 7.1 Planned Agency IT Expenditures

<u>Expense Category</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
Personal Services	<b>1948984</b>	1843806	1843806	1843806	1843806	1843806
Operating Expenses	<b>772159</b>	746115	746115	746115	746115	746115
Initiatives						
Other expenditures		(200,000)				
<b>Totals</b>	2,721,143	2,389,921	2,589,921	2,589,921	2,589,921	2,589,921

In FY 2011 **(\$200,000)** is part of the purposed 5% reduction.

## SECTION 8: ENTERPRISE IT INVENTORY

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### 8.1 Inventory Update

*Has the Agency updated their IT Inventory Database as outlined in Section 8 of the instructions? Yes*

*Date that Agency last updated their IT Inventory: March 1, 2010*

## SECTION 9: ADDITIONAL INFORMATION - OPTIONAL

Other types of information that support the agency's IT Plan. Some examples might include other COI participation, reference to other IT plans such as GIS plan, eGovernment plan, security plan, staffing issues and constraints, etc.

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### 9.1 Risks

#### ***Risk 1:***

Funding is a large factor in the success of the IBTB mission. We can move forward and continue to make improvements in our existing systems and provide all service, hardware and software updates possible. However, if there is a significant swing in the offender population these funds may be frozen and/or utilized for the day to day operations of providing services to offenders.

#### Impact:

This depends on the time of the year and how much funding is impacted. It may require additional manpower to support systems if they are not replaced when planned, it could delay planned upgrades, or impact our ability to travel to provide support.

#### Mitigation Strategy:

The Mitigation will depend on the impacts of what funding was frozen. This will need to be evaluated on a case by case basis.

#### ***Risk 2:***

Changes to business objectives and/or priorities also present a risk. Corrections is constantly evolving and expanding into new options for providing services to our diverse offender population. As these new programs develop the changes may require a restructuring of the applications and services we provide.

#### Impact:

The cost of new facility implementations, changes to application code and increase of service provisions.

#### Mitigation Strategy:

IBTB management must keep as informed as possible about the direction of the Department and plan for support of changes as far in advance as possible.

### ***Risk 3:***

Appropriate staffing level also plays a role in the success of the IBTB mission. Currently we do not have dedicated FTE in positions that are needed. Current staff performs many responsibilities that are commonly separate positions. For example we have no project manager, no security/privacy/disaster recovery officer. Development staff commonly conducts the requirements analysis, the programming; develop the test plan, quality assurance, training, and deployment planning. When these staff members are no longer available or leave the Department, it leaves a large void with the depth of duties they are expected to perform.

#### **Impact:**

There may be delays in service delivery while staff members are performing other duties. For example, security and disaster recovery will continue to be the best we can do with the staff we have, but will not develop to the level expected in the new security policy. We may have to request an exception for several areas in that policy.

#### **Mitigation Strategy:**

We will request funding for the most critical of these staff members. If we do not get increased staffing we will continue to operate at our current level and provide the best service possible with the resources at our disposal.